Executive Presence, Coaching, and Sponsorship as tools for leadership development....Learn, reflect, practice

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WORKSHOP OBJECTIVES

• Define Executive Presence (EP), Coaching, and Sponsorship and review impact

• Engage in exercises to develop EP, explore Coaching, and facilitate Sponsorship

• Outline important aspects of Sponsorship programming and review existing models
BRIEF DEFINITIONS

- **Executive Presence**: impression one gives as a leader; reflects knowledge, abilities, and values AND congruence of personal style with desired leadership role

- **Coaching**: working with a “thinking partner” to enhance self-awareness and support “Coachee” generated goals rather than prescriptive advisement

- **Sponsorship**: when a senior person spotlights and opens doors for a highly talented individual; focusing on active endorsement
WHY?

Executive Presence, Coaching, Sponsorship

- Mainstays of professional development in business community
- Worthwhile tools for physicians
- Broad applicability: leadership, administration, medical education, research
EXERCISE I

- Please pair off
- Ask one another these questions and record:
  a) Name
  b) Title/rank
  c) Institution
  d) One professional accomplishment you’re proud of
  e) What personal qualities & actions brought about success?
- Introduce your partner to the table by relating this information
EXECUTIVE PRESENCE (EP)
WHAT IS IT?
Influence your audience by conveying a message that was consistent in words and delivery.
More than a first impression...

Presence is about impressions made over time.

Confidence

Charisma

Multidimensional and dynamic

Ability to connect and inspire
Engagement

Connectors
- Exuding passion
- Unpretentious
- Sincere
- Sense of humor
- Engaging
- Risk taking
- Open and vulnerability
- Trustworthy

Disconnectors
- Isolated, self-absorbed
- Over-rehearsed
- Playacting
- Dry, overly technical
- Didactic data dump
- Insecure or boring

References:
- Williams. Change the Way You Persuade. HBR May 2002
- Maister. The Trusted Advisor. 2000
- Cialdini. Harnessing the Science of Persuasion. HBR Sept 2001
3 V’s of communication:

- Visual: 55%
- Vocal: 38%
- Verbal: 7%


Hedges. The Power of Presence 2012
Visual: ‘The Look’

Dress for the job you want, not the one you have

Smile

Posture
Visual: Body Language
5 Ps of Vocalization

Pleasing Pitch

High and low tones

Pace

Conversational, slow for emphasis

Pauses

Highlight, for transitions

Pronunciation

Crisp diction

Project to be heard
Be Clear, Concise, and Compelling

Convey your passion
Charisma associated with how much passion the speaker has for his or her content

Convey an emotion
What do you want the audience to experience?

Speak up then shut up
How to Develop Executive Presence
HOW TO DEVELOP EP?

Know your authentic self

- How easy was Exercise 1?

- Self-awareness
  - Your strengths? passions? values?

- How do we know these?
  - Coaching, Feedback and Assessments
Developmental Networks: Multiple Functions

Cleveland Clinic Staff Coaching and Mentoring Program
Coaching: Intent

Hicks, R. & McCracken, J.  *Physician Executive*. 2009: 72

Cleveland Clinic Staff Coaching & Mentoring Program
Challenging our usual tendencies
Coaching can help us to Reframe

**Reactive**

- Problem description
  - Problems
  - Mistakes
  - Causes

- Past

**Proactive**

- Awareness and Outcomes
  - Solutions
  - Strengths
  - Actions

- Future

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Hicks R, McCracken J. PEJ Jan 2010


Staff Coaching & Mentoring Program
Coaching to Develop EP: Awareness: *Future state*
Coaching to Develop EP: Awareness: Develop Discrepancy

- How is this impression different than what you give now?
Coaching to Develop EP:
Creating new behaviors

LIFE ISN’T ABOUT FINDING YOURSELF.
LIFE IS ABOUT CREATING YOURSELF.

George Bernard Shaw
Steps for the Coach

- Get curious:
  - Reflect and challenge
  - Expand thinking
  - What else?

- Build confidence and motivation

- Create accountability
  - Narrow and commit
EXERCISE II

- Please pair off with same person

- Ask partner and record:
  - One professional goal
  - How is this important to you?
  - Recall your prior success story from Exercise I. How can you build on those identified strengths to achieve this goal?

- Recorders return notecards after exercise
HOW TO USE EP?

SPONSORSHIP
HOW TO USE EP?

Sponsorship

Sponsor is a person who is …

- Highly placed within the organization
- Has significant influence on decisions about advancement
- Offers public support/advocacy for unrecognized talent at the leadership table
- Spotlights and opens doors

(Travis et al. Academic Medicine. 2013)
SPONSORSHIP IMPACT

Lessons from corporate America

• Enhances ability to gain promotion
• Increases satisfaction with rate of advancement
• Facilitates stretch assignments
• Creates upward pressure in pay
• Improves gender parity in career advancement

SPONSORSHIP IMPACT

Lessons from corporate America

- Formal programs are essential
  - Expectations distinct from mentorship
  - Oversight/? Accountability
- Goal = creating opportunities for proteges
- “Energy” must come from the sponsor at 1st
- Relationship can be mutually beneficial
  - Expands the impact of senior leadership

IMPLEMENTING SPONSORSHIP
Lessons from corporate America

- Be a good protégé
  - Trustworthy and loyal
  - Self-directed
  - Keep sponsor apprised of critical developments and constituencies that may be off her/his radar

- Be a good sponsor
  - Provide exposure to other leaders
  - Make sure proteges are considered for promising opportunities/assignments
  - Fight to get proteges promoted
  - Provide protection

IMPLEMENTING SPONSORSHIP

Lessons from corporate America

- Citigroup (Citi) – Women Leading Citi
  - Matches senior executives and junior leaders
  - “Career Advocates” have influence, seniority AND line of sight into the proteges’ activities
  - 18 months; pairs meet quarterly
  - Targeted development plan (e.g., introductions to high-level committees)
  - 1 1/2 day conference

- 1/3 of participants received promotions or expansion of job responsibilities w/i a year

IMPLEMENTING SPONSORSHIP

Society of General Internal Medicine

- Career Advising Program (CAP)
  - Launch: Spring 2013
  - Developed by Women & Medicine Task Force
  - Objectives:
    - Foster academic advancement of women in medicine
    - Help female junior faculty successfully navigate the academic promotion process
    - CV preparation, high-impact committee membership, & relationship-building with external letter writers
IMPLEMENTING SPONSORSHIP
SGIM’s Career Advising Program (CAP)

• Structure:
  ◦ Two-year commitment
  ◦ Bi-annual contact via email, phone, or in-person
  ◦ One face-to-face meeting (at minimum)
  ◦ Annual reception

• Matches based on:
  ◦ Career path (e.g. educator, researcher, etc…)
  ◦ Professional focus (e.g., women’s health, HIV, etc…)
  ◦ Advisors – Male or Female Senior Faculty
  ◦ Advisees – Female Junior Faculty
HOW TO USE EP?

ELEVATOR SPEECH
EXERCISE III
Designing your elevator speech

- Recall your professional goal from Exercise II
- Think about:
  - Who is a Sponsor you could target for YOUR elevator speech to advance your goal?
  - Emotion you want to elicit from Sponsor during/after encounter?
  - Desired outcome based on professional goal?
- Write down a brief script (2-3 lines) for yourself
EXERCISE III continued…

Designing your elevator speech

- Please pair off with a different partner
- Share with one another your:
  - Target (potential Sponsor)
  - Elicited emotion
  - Desired outcome
- Practice elevator speeches with each other
QUESTIONS?

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